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Human Factors Full-Spectrum Project Statement of Work

1. OBJECTIVE. (U) The Defense Intelligence Agency's Human Factors Analysis Center (HFAC) is performing an initial, short-term program designed to fill the existing analytic gap between the analysis of key national leaders and the analysis of key systems operators. USSTRATCOM has CoCom requirements for increased fidelity on individuals and small groups as it moves forward into the realm of IO influence campaigns and Time Sensitive Targeting (TSP). This RDT&E effort serves to satisfy USSTRATCOM's requirement by completing two critical tasks: (1) develop rigorous analytic **processes** and **methods** for assessing the behaviors of mid-to-low level foreign military commanders and civilian leaders both as individuals and as groups; (2) apply the results of these methods to perform **dynamic simulations** of the **reactions** of these individuals and groups to external influences. Once completed, the results of this study will be incorporated into operational support procedures within the DIA's HFAC and the resultant analytic products will be disseminated to the operational community via the nascent Human Factors IPT's collaborative portal.

2. BACKGROUND.

(U) HFAC has developed and applied a robust analytic approach to examining the behaviors of key national-level decision makers and their associated groups. It has compiled an extensive body of intelligence analysis on these leaders and is extending the focus of its efforts through Social Network Analysis to assess the characteristics and behaviors of those groups having the greatest influence on these leaders. Understanding the views, roles, and perceptions of these players on a given issue and the stance they will take in the decision is a crucial element in determining effective channels, levers, and messages and will allow more rapid and direct determination of the best candidates and methods for influence operations.

(U) Lower level military (operational and tactical), along with local civil and religious leaders play a major role in affecting military actions along with reactions to US nation-building or counter-terrorism objectives. U.S. units engaged in operations spanning the conflict spectrum from military action to reconstruction require dynamic and detailed understanding of these key local leaders, their motivations, their constituencies, and the means to elicit their support, deter their opposition, or disrupt their decision making processes. Analytic techniques must be developed to conduct remote assessments of these individuals and groups, across cultures in a verifiable and replicable manner. This level of analysis is a necessary first step in developing the ability to generate dynamic simulations of their behaviors, assess their reactions to influence operations, and determine the likelihood that these operations can achieve their desired effect.

3. SCOPE. (U) The resultant data must meet service and command requirements. The deliverables shall be hardcopy and electronic text, spreadsheet, and graphic depictions of the assessments and conclusions. However, as this project proceeds, the government welcomes other presentation formats that add depth and meaning to the analysis.

4. TECHNICAL REQUIREMENTS. Contractor technical knowledge must be sufficient to permit immediate start of work.

5. TASKS. Tasks 5.1 and 5.2 and their resulting subtasks must focus on rigorous and replicable methodologies for the application of Human Factors analysis:

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- 5.1. **Sub-national Levels of Influence.** (U) After receiving HFAC direction and guidance the contractor shall:
 - 5.1.1. (U) Develop a prioritized **taxonomy** of lower level military commanders and influential local leaders and assess the constraints on their behaviors (ideology, religious beliefs, and for military leaders, military doctrine, tactics, and standard military operating procedures).
 - 5.1.2. (U) Develop and present an HFAC **methodology** for assessing the behaviors and motivations of these leaders—as individuals and as groups, based on access and the availability of information.
 - 5.1.3. (U) Conduct a **pilot study** for a target country or countries to apply the taxonomy and methodology.
 - 5.1.4. (U) Conduct a companion **demographic study** to identify constituencies, their importance, and perspectives on issues.
 - 5.1.5. (U) Assess and codify results and data requirements into a methodology that can be applied to other target countries.
 - 5.1.6. **Identify methods and approaches** for replicating the methodology in a model.
 - 5.1.7. (U) Determine methods for capturing results into the **ARTEMIS database** to support dynamic operational requirements and other complimentary tasks.
 - 5.1.8. **Target Countries.** (U) After developing a methodology that has been approved by HFAC, the contractor will apply this methodology against two target countries, as a proof of concept.
- 5.2. **Dynamic Simulations of Sub-national Individuals and Groups.** (U) After receiving HFAC direction and guidance the contractor shall:
 - 5.2.1. **Review** and evaluate **existing or prototype systems** for developing a discriminating model of individuals.
 - 5.2.2. Select or develop a model that **incorporates assessment frameworks** currently in use or under development by HFAC.
 - 5.2.3. **Implement** the selected **model** and create simulations of 2-3 individuals to test and validate the approach.
 - 5.2.4. Conduct research on group information sharing and communication patterns.
 - 5.2.5. **Develop basic communication routines** and environment for simulating public and private communications of individuals within groups and for receiving and responding to external messages.
 - 5.2.6. Combine the **model of individuals** with the group simulation environment and test their interaction.
 - 5.2.7. **Conduct a pilot study** applying the methodology to a group within a target country for a specific issue.
 - 5.2.8. Assess and **codify** the **results** and **data requirements**.
 - 5.2.9. Determine methods for applying the results to social network analysis and capturing the results into ARTEMIS.
- 5.3. **Priority.**
 - 5.3.1. (U) The Government Project Manager will determine the priority for task 5.1.8.
 - 5.3.2. (U) The Government reserves the right to change the priority of respective tasks within a delivery order; the contractor must be able to adjust to these changes.
- 5.4. **Project Management Plan (PMP).** (U) The Contractor shall identify a Project Manager (CPM) who will work with the Government's Project Manager (GPM) on all matters related

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to the activities of this SOW. The government's program manager is the technical advisor on matters relating to the SOW, and provides task management oversight. Using the PMP, the Government and Contractor Project Managers will monitor manpower usage and tasks, reprioritizing workload as appropriate to achieve the objectives of the SOW and revising the PMP as needed.

- 5.4.1. (U) The CPM will collaborate with the GPM to develop and maintain a detailed work plan to include specific tasks, assignments, milestones and schedules. This **Project Management Plan (PMP)** shall include planned labor hours and funding expenditure charts (including but not limited to, burn rates) to facilitate Government and Contractor Project Managers' monitoring activities, and reports necessary to monitor the expenditure of funds and achievement of the objectives of this SOW.
- 5.4.2. (U) The Contractor will prepare and submit for government approval a Project Management Plan within 15 calendar days of award of the order resulting from this SOW.
- 5.4.3. (U) The Plan will be certified by the Government and Contractor Project Managers, and updated as required.
- 5.4.4. (U) Both the Government and Contractor Project Managers will document their concurrence on the initial PMP by signing/dating it.
- 5.4.5. (U) For each subsequent update, both will initial/date the revisions, documenting concurrence.
- 5.5. (U) The Contractor is responsible for providing appropriate labor skills to accomplish the work. This will be accomplished through close coordination with the Government Project Manager.

6. Deliverables. (U) The contractor will provide the following:

- 6.1. (U) Analytical research and analysis that leads to **contractor-produced data inputs** to a DIA-provided database.
- 6.2. (U) Prepare a Project Management Plan (**PMP**) and updates as specified in this Statement of Work (see paragraph 5.4).
- 6.3. (U) The contractor will provide **monthly status reports** that detail progress and accomplishments, projected work for the upcoming month, problem areas, status of deliverables, and financial status.
 - 6.3.1. Monthly reports will include graphic, (but not substitute for numeric data), representation of financial data and/or other information which lends itself to this type of presentation. In addition, the financial section of the report shall show monthly labor charges in addition to total monthly expenditures.
 - 6.3.2. The contractor will graphically depict major milestones and delivery dates using a Gant Chart or other presentation media.
- 6.4. (U) The contractor will present **quarterly an Interim Progress Reports (IPRs)** summarizing (three) and a one-year Progress Report. This includes a formal presentation and handout with hard and softcopy available.
- 6.5. (U) The contractor shall provide deliverables commensurate to the tasks in paragraph 5. and codified in the Government approved PMP.
- 6.6. (U) All copies of Microsoft Office compatible deliverables shall be electronically provided to the Contracting Officer's Technical Representative as well as the Government Technical Representative cited below, with the Government Technical Representative as delivery verifying official.

7. Key Insight/Criteria.

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- 7.1. (U) A comprehensive approach that addresses the technical and informational requirements of the statement of work.
- 7.2. (U) Methodologies that demonstrate rapid development, integration, and deployment at minimal cost.
- 7.3. (U) Past performance on similar projects, demonstrating success in key performance areas.

8. Security Requirements. (U) Personnel must have current TS/SCI/HCS clearances. Security requirements in the performance of this requirement shall be maintained in accordance with DIESCON 3 security practices and requirements.

9. Travel.

- 9.1. (U) Travel as requested and authorized by the Government is included.

10. Place and Period of Performance.

- 10.1. (U) The work and services required under this Statement of Work will be performed at the Defense Intelligence Agency, Building 6000, Bolling Air Force Base, Washington, D.C. Contractor work spaces, at local contractor facilities, and at other government agencies in the National Capital Region and such other locations necessary for the completion of the required deliverables can be used when it is determined appropriate and necessary. These decisions must be made in consultation with the Contractor Program Manager, the Government Project Manager, and the concurrence of the Government Program Manager.
- 10.2. (U) The assigned contractor personnel shall work up to a 40-hour week during normal DIA business hours at the DIAC and offsite as required, normally 0800-1700 hours.
- 10.3. (U) This project and the assigned personnel shall start within ten (10) working days after the awarding of the contract And all contractor personnel shall currently fulfill criteria set forth in the Security Requirements paragraph.
- 10.4. (U) The period of performance is 12 months from award of contract.

11. Government Furnished Property/Equipment (GFP/GFE). (U) DIA will provide, as necessary, access to secure DIA workspaces and ADP equipment for all on-site contractor personnel.

12. Government Furnished Data (GFD). (U) Intelligence data required for these tasks will be provided by DIA. DIA will provide an initial list of national and infrastructure industry leadership and the database format.

13. Inspection and Acceptance of Project Deliverables.

- 13.1. **Initial Meeting.** (U) The parties will meet as soon as is practical upon receipt of contract award to agree on:
 - 13.1.1. (U) Program management plan.
 - 13.1.2. (U) Performance measurements
 - 13.1.3. (U) Monthly Reports, Interim Progress Reports (quarterly), and Annual Progress Review schedule.

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- 13.2. **Periodic Reports.** (U) The contractor shall provide monthly reports that will detail progress and accomplishments, projected work for the upcoming quarter, problem areas, status of database fill effort, and financial status. In addition, the financial section of the report shall show monthly labor charges in addition to total monthly expenditures. Moreover, an annual (or more often if deemed necessary by the Government Program Manager) review of the effort will be conducted to reprioritize level of effort, country focus, and as appropriate, seek changes to the contract team based on their performance.
- 13.3. **Receiving Reports.** (U) The Government's Project Manager for the order will inspect and accept all deliverables. The Government's Project Manager will provide written evidence of such acceptances to the COTR. The Government Project Manager is responsible for validating and certifying Monthly Contract Reports, including expenditures, and sending invoices to the Defense Finance and Accounting Service (DFAS).
- 13.4. **Inspection and Acceptance of Deliverables.** (U) Inspection and acceptance will be made by the Government Project Manager. (The Government Project Manager inspects and accepts project deliverables etc.)
- 13.4.1. (U) The government shall receive monthly deliverables in conformity with and consistent with the stated objectives of this Statement of Work.
- 13.4.2. (U) Inspection and acceptance of the monthly deliverables/services shall be made within five working days of each deliverable.
- 13.4.3. (U) The basis for acceptance shall be contractor conformity with order requirements as specified in this Statement of Work.
- 14. Invoices and Payments.** (U) The Government's Program Manager for this order will certify payment of all invoices to DFAS. The Government's Project Manager will certify that all work has been performed as provided for in any vendor invoice. The Government's Project Manager will work closely with the Contractor's Project Manager to facilitate the payment of all invoices.